

# Perception Of Women Employees Towards Hybrid Work Model In It Companies In Chennai City

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## Abstract

After Covid-19 pandemic hybrid work model became popular in many sectors wherever it is possible. Especially, this model is highly suitable for the Information Technology sector for women employees. Understanding the perception of women employees towards various aspects of hybrid work model will help the company to improve their existing model of hybrid work. In this context the researchers studied the perception of women employees working in IT companies in Chennai city toward various aspects of hybrid work model. The researcher selected a total of 528 women employees working in eight IT companies using random sampling method. The researcher collected primary data through a well-structured questionnaire. The researcher applied the statistical tools of mean, standard deviation, coefficient of variation, 't' test and One-way ANOVA. The study found that the majority of the respondents agreed on the dimensions of "Workload and Timing" and "Cost and Family Aspect". Lower level of perception was found in the dimensions of "Psychological Aspect" and "Communication and Office Aspect". It was also evidenced that there was significant association in the perception in the dimension of "Workload and Timing" with the socio-economic variables of marital status, age, education, residential place and income of the respondents. It was also found that there was significant association in the perception in the dimensions of "Workload and Timing", "Adverse Effects from Family" and "Cost and Family Aspect" with all the family related variables namely, whether they had children, whether they appointed housemaid, family size, accompaniments at residence and spouse's occupation of the respondents.

**Key words:** Perception, Hybrid work model, workload, communication, work from home.

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## INTRODUCTION

The hybrid work model adopted by IT companies in Chennai has proven to be transformative in the operational dynamics of organizations following the pandemic. Consequently, many firms have embraced a hybrid strategy that merges the advantages of remote work with the benefits of face-to-face collaboration. This approach enables employees to choose between working from the office or their homes, based on their individual preferences and job necessities. In this evolving landscape, IT firms in Chennai are reimagining the conventional workplace framework to foster a more adaptable and inclusive work environment. By implementing the hybrid work model, organizations are enhancing employee satisfaction and productivity while simultaneously lowering overhead expenses and attracting top-tier talent from various regions. As Chennai solidifies its status as a center for IT enterprises, the hybrid work model is set to influence the future of employment in the city. The hybrid work model, which integrates both remote and on-site working arrangements, has experienced considerable growth in recent years, especially within the Information Technology (IT) sector. Following the onset of the COVID-19 pandemic, numerous companies have embraced this flexible work approach, leading to a reassessment of workplace standards and employee expectations. This study examines the views of women employees regarding the hybrid work model in IT firms situated in Chennai, a prominent technological center in India. Women have traditionally encountered distinct challenges in the workplace, such as achieving work-life balance, accessing career advancement opportunities, and navigating workplace culture. The transition to a hybrid work model offers both advantages and obstacles for women employees in IT, as they balance their professional responsibilities with personal commitments. Gaining insight into their perceptions of this model is crucial for organizations seeking to create an inclusive and supportive work environment. This research intends to investigate key elements of women employees' perceptions of the hybrid work model. Utilizing both qualitative and quantitative methodologies, this study will yield valuable insights into how IT companies in Chennai can more effectively assist their women employees in adapting to the hybrid work model, ultimately resulting in improved satisfaction, retention, and performance.

## LITERATURE REVIEW

**Nguyen M.H. (2021)** studied the factors influenced for work from home during and after Covid-19 period. The study found that the company's closure policy and the frequency of working from a distance before the social distancing period were the primary determinants of exclusively teleworking. Regarding the perception of HBT, while the fear of COVID-19 was a strong positive factor, difficulties in focusing on work and accessing data were negative factors. **Menon A. (2022)** studied hybrid work model and working mothers' perception towards it. The study found that the other benefits like more control over their time, making it easier to manage their families' activities (81%), in addition to the time and money they save by not commuting (85%). Working mothers also felt the hybrid workplaces provides the ability to work remote or leave the office without guilt on days when children are sick or other unanticipated needs arise. **Chauhan A.S and Bajpai N (2023)** aimed to analyze the impact of the hybrid work model on employee performance and satisfaction. The study concluded that the hybrid work model is gaining traction as a prominent workplace approach in the post-pandemic era. However, companies were still in the process of defining the operational guidelines for implementing this model effectively. To foster a thriving hybrid work culture, it was crucial to establish clear protocols regarding work hours and locations. **Andres-Sanchez J.D., Belzunegui-Eraso A., & Souto-Romero M. (2023)** tested the explanatory capability of the individual, organizational, environmental and job factors regarding Spanish workers' perception of isolation and stress owing to working from home (WFH). The study evidenced that most relevant factors to explain stress were overwork and isolation, perceiving fewer professional development opportunities, infrastructure dotation and overwork are the most influential variables on isolation. Age and work-life balance had significant impacts on both output variables, but with much less weight. **Gupta V., & Kumar C. (2023)** studied hybrid working mode. The study concluded that that workers value mixed work. However, not everyone believed that a hybrid way was the best option. The success of a company, as well as the productivity and wellbeing of the employees, might be impacted by the work policies that were established for the team. It might be challenging to choose a working model that meets the demands of the team with so many distinct variations available. **Krajcik M., Schmidt D.A., & Barath M (2023)** studied hybrid Work Model and Work-Life Flexibility in a Changing Environment. The researchers stated that it was crucial to understand employees' needs in terms of working time and place because only workplaces that were designed for employees and showed organizational resiliency can survive and maintain competitiveness in the future. **Sundaram T., et al (2023)** investigated the performance appraisal challenges in remote and hybrid work environments. The study found that most of the respondents preferred hybrid work model as their working model. But some employees were still preferred full time work as it reduced the stress of doing work without the office atmosphere. Most of the respondents preferred the hybrid work model especially the females. **Prasad KDV., & Satyaprasad V.K. (2023)** examined the relationship between remote working and work-life balance with mediating and moderating effects of social support on work-life balance. The study found that there was a statistically insignificant direct effects between remote working and work-life balance; however, social support fully mediated and moderates the work-life balance of the information technology employees. There was a positive and significant moderating effects of social support on the relationship between remote working and work-life balance. **Yadav C., & Chaudhary S.S. (2025)** studied the employees' attitude towards hybrid work model. The study concluded that organizations could gain significant advantages by further investing in hybrid work systems and policies that clearly define expectations and responsibilities for employees working across different environments. The noticeable improvements in work-life balance and productivity reinforce the importance of continuously refining hybrid work strategies to keep pace with the evolving professional landscape.

### Objectives of the Study

The study has been undertaken with the following objectives.

- To study the perception of women employees working in IT companies in Chennai city on various aspects of hybrid work model.
- To analyse whether there were any association in perception on hybrid work model with other variables.

## METHODOLOGY

The study has been undertaken to analyse the perception of women employees working in IT companies in Chennai city towards various aspects of hybrid work model. For this purpose, the researcher selected a total of 528 women employees working in eight IT companies in Chennai city namely, Wipro, Infosys, TCS, Tech Mahindra, Cognizant, Accenture, HCL and Capgemini using random sampling method. The researcher collected primary data from the respondents through a well-structured questionnaire. The researcher applied the statistical tools of mean, standard deviation, coefficient of variation, 't' test and One-way ANOVA.

## RESULTS AND DISCUSSION

In all, the researcher found 26 different variables pertaining to the hybrid work model that the respondents had perception about. Since there were many variables chosen for this aspect of the study, the researcher used factor analysis to cut down on the sample size. The table below shows the calculated communalities of the respondents' perception level both before and after the factor extraction. Initially, there was communality. Presumption prior to extraction is 1. The communality, however, is dependent on the amount of variance available for the analysis of the chosen variable following factor extraction. One hundred percent variance can be used to analyze the factors separately. But the same variance is lost in the process once the factors are removed. The residual variance that is available for the analysis must therefore be examined.

**Table 1: Communalities – Perception of Employees on Hybrid Work Model**

Sl. No.	Perception on	Initial	Extraction
1	Satisfies work-life balance under the model	1.000	0.600
2	Affects inter-personal relationship	1.000	0.521
3	Can do office works at flexible time	1.000	0.593
4	Increases the performance of employees	1.000	0.549
5	Workload is heavy under hybrid work model	1.000	0.629
6	Difficult to work, since lack of facilities	1.000	0.555
7	Work is highly disturbed by family members	1.000	0.558
8	Frequently raises question about job security	1.000	0.522
9	It psychologically affected negatively	1.000	0.578
10	Counselling was given while hybrid work model was introduced	1.000	0.519
11	Gets more work while working remotely than at office	1.000	0.539
12	Family members are happy about my hybrid work model	1.000	0.546
13	Family members reduced their contribution in household works	1.000	0.590
14	Frequent conflicts with family members under the work model	1.000	0.512
15	Family members do not understand the quantum of workload	1.000	0.562
16	Conveyance expenses are drastically reduced	1.000	0.622
17	Refreshment expenses are drastically reduced	1.000	0.520
18	Sufficient trainings are given to work under hybrid work model	1.000	0.653
19	Feel depressed whenever working remotely	1.000	0.624
20	Spend more time for communication officially	1.000	0.572
21	Feel comfort while work remotely	1.000	0.569
22	Home environment is highly suitable to make office work	1.000	0.556
23	I reduced applying leave	1.000	0.525
24	I save travelling time to a larger extent	1.000	0.527
25	Management has clear policy of hybrid work model	1.000	0.690
26	I always think about office work under hybrid work model	1.000	0.623

Table 1 demonstrates that each variable's variance was high and within a range of statistical significance. The findings show that all of the factors' computed extracted communality values are more than 0.5. The factor analysis is compatible with the derived communalities. It is desirable if the extracted communalities

of the variables have a higher value. Therefore, all of the factors chosen for the study can be used for factor analysis. In order to identify and estimate the eigenvalues of principle components, the factor analysis use the Principle Component Analysis (PCA) procedure. After calculating the Eigen values of the components, the factors are organised in descending order with respect to calculated Eigen values. According to Kaiser's criterion, the factors having Eigen value more than 1 are retained for the study. To reduce and group these inter-correlated variables into one, factor analysis was used. The results of eigenvalues, percentage of variance, cumulative percentage for initial eigenvalues, and rotation sums of squared loadings are presented in the table below.

**Table 2: Total Variance Explained – Perception on Hybrid Work Model**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.253	12.512	12.512	3.253	12.512	12.512
2	2.621	10.081	22.592	2.621	10.081	22.592
3	2.341	9.004	31.596	2.341	9.004	31.596
4	1.896	7.292	38.888	1.896	7.292	38.888
5	1.723	6.627	45.515	1.723	6.627	45.515
6	1.667	6.412	51.927	1.667	6.412	51.927
7	0.961	3.696	55.623			
8	0.923	3.550	59.173			
9	0.853	3.281	62.454			
10	0.836	3.215	65.669			
11	0.801	3.081	68.750			
12	0.744	2.862	71.612			
13	0.711	2.735	74.346			
14	0.705	2.712	77.058			
15	0.691	2.658	79.715			
16	0.637	2.450	82.165			
17	0.624	2.400	84.565			
18	0.601	2.312	86.877			
19	0.533	2.050	88.927			
20	0.524	2.015	90.942			
21	0.476	1.831	92.773			
22	0.438	1.685	94.458			
23	0.403	1.550	96.008			
24	0.386	1.485	97.492			
25	0.351	1.350	98.842			
26	0.301	1.158	100.000			

Extraction Method: Principal Component Analysis.

The results of factor analysis in terms of Eigen values at the beginning and end of the rotation method for the variables on which the sample women employees working in IT companies expressed their opinions on the hybrid work model implemented in their organizations were shown in the table. According to the results, factor analysis using the rotation approach condensed all 26 components into six factors, or those with Eigen values greater than 1. Of the factors that were considered, all six factors accounted for 51.927% of the variation. It is expected that the extracted variables can be utilized for additional research and that the explained variance is sufficient. Orthogonal rotation (Varimax) is employed to change the retrieved components that represent the chosen statements (26 variables). Each variable's factor loading to the extracted factors is shown via the Rotated Component Matrix (RCM). The correlation between the variables and the factors can be referred to as the factor loadings. Every factor taken into consideration for the study is presumed to have insignificant factor loadings to all other extracted factors and substantial factor loadings to only one factor.

**Table 3: Employees Perception on Hybrid Work Model (Rotated Component Matrix<sup>a</sup>)**

Factor	Component						Factor name
	1	2	3	4	5	6	
1	0.856						Efficiency in Implementation
18	0.816						
21	0.806						
25	0.798						
8		0.896					Psychological Aspect
9		0.856					
10		0.843					
19		0.768					
26		0.714					
3			0.884				Workload & Timing
5			0.847				
11			0.820				
23			0.811				
24			0.759				
7				0.869			Adverse Effect from Family
13				0.853			
14				0.831			
15				0.776			
2					0.847		Communication & Office
4					0.839		
6					0.793		
20					0.787		
12						0.877	Cost & Family Aspect
16						0.842	
17						0.815	
22						0.768	

Table 3 shows that the results of factor analysis for the variables on which the respondents showed their perception regarding various aspects of hybrid work model implemented in IT companies in Chennai city. A total of 26 variables were reduced into six factors namely “Efficiency in Implementation”, “Psychological Aspect”, “Workload and Timing”, “Adverse Effects from Family”, “Communication and Office Aspect” and “Cost and Family Aspect”.

#### **Perception Employees on Hybrid Work Model**

The application of factor analysis reduced all the 26 variables related to perception of the respondents regarding hybrid work model implemented in IT companies in Chennai city has been reduced into 6 dimensions. The above tables have presented the results of descriptive statistics for each dimension. The below mentioned table presents the results of these six dimensions, and they are ranked based on calculated mean values.

**Table 4: Perception Employees on Hybrid Work Model**

Sl. No.	Perception on	Mean	SD	CV	Rank
1	Efficiency of Implementation	3.19	0.64	20.05	III
2	Psychological Aspect	3.12	0.63	20.18	VI
3	Workload and Timing	3.34	0.64	19.20	I
4	Adverse Effects from Family	3.24	0.66	20.32	IV
5	Communication and Office Aspect	3.18	0.69	21.63	V
6	Cost and Family Aspect	3.29	0.68	20.67	II

Table 4 shows the results of descriptive statistics of perception of sample women IT employees in Chennai city on 6 various dimensions as reduced and grouped by Factor Analysis. The results show that the

calculated mean value of perception of the respondents on the dimension of “Workload and Timing” was highest among all the dimensions, it stood at 3.34 and it was ranked first. It indicates that they work more and their working hours were also more while working at home under hybrid work model. Followed by, the mean values of perception of the respondents on the dimensions of “Cost and Family Aspect” and “Adverse Effects from Family” were also found to be high, they were 3.29 and 3.24 respectively and these dimensions were ranked second and third respectively. Comparatively low perception score was recorded by the sample respondents on the dimension of “Psychological aspect”, followed by “Communication and Office Aspect”, their mean values stood at 3.12 and 3.18 respectively.

#### Association Between Perception and Socio-Economic Variables

The perception of the respondents regarding various dimensions of hybrid work model may vary based on various socio-economic variables and profession related factors of the respondents. In order to analyse whether there are any significant differences in perception of the respondents based on various variables the researcher applied ‘t’ test and ANOVA. These results are presented in the subsequent tables.

Ho	:	There are no significant differences in perception of the respondents on hybrid work model and their socio-economic variables.
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**Table 5: ‘t’ Test Between Perception and Marital Status**

SN	Perception on	‘t’ Value	P- Value
1	Efficiency of Implementation	1.901	0.058
2	Psychological Aspect	5.648	0.000
3	Workload and Timing	2.465	0.041
4	Adverse Effects from Family	8.596	0.000
5	Communication and Office Aspect	2.356	0.042
6	Cost and Family Aspect	6.668	0.000

Table 5 shows that significant association was found in perception of the sample women employees working in IT companies in the study area on hybrid work model in the dimensions of “Psychological Aspect”, “Workload and Timing”, “Adverse Effects from Family”, “Communication and Office Aspect” and “Cost and Family Aspect” with the social variable marital status of the respondents, since their calculated ‘t’ values stood at 5.648, 2.465, 8.596, 2.356 and 6.668 respectively and they were statistically significant either at 1% or 5% level as shown by the results of p-values (0.000, 0.041, 0.000, 0.042 and 0.000 respectively). Hence the null hypothesis was rejected. No significant association was found in perception of the respondents on hybrid work model in the dimension of “Efficiency of Implementation of Hybrid Work Model” with the social variable marital status, since its calculated ‘t’ value (1.901) was not statistically significant as shown by the result of p-value (0.058).

**Table 6: ANOVA between Perception and Age**

SN	Perception on	F value (p value)			
		Age	Edu.	Resi.	Income
1	Efficiency of Implementation	2.812 (0.025)	1.574 (0.166)	2.211 (0.086)	1.153 (0.331)
2	Psychological Aspect	2.501 (0.042)	1.981 (0.080)	3.556 (0.019)	1.447 (0.217)
3	Workload and Timing	2.685 (0.039)	2.356 (0.049)	6.943 (0.000)	2.434 (0.046)
4	Adverse Effects from Family	8.643 (0.000)	1.943 (0.086)	1.413 (0.236)	1.636 (0.164)
5	Communication and Office Aspect	1.613 (0.170)	2.568 (0.045)	3.162 (0.024)	1.207 (0.307)
6	Cost and Family Aspect	2.469 (0.049)	2.222 (0.051)	1.911 (0.127)	2.428 (0.047)

Source: Primary Data

Table 6 indicates that significant association was found in perception in the dimensions of “Efficiency of Implementation of Hybrid Work Model” with the socio-economic variable ‘age’ of the respondents (F value: 2.812; P value: 0.025). Significant association was found in perception in the dimension of “Psychological Aspect” with the socio-economic variables of age and residential place of the respondents (F value: 2.501 and 3.556 respectively; P value: 0.042 and 0.019 respectively). Significant association was found in perception of the respondents in the dimension of “Workload and Timing” with all the socio-economic variables namely, age, education, residential place and income of the respondents (F value: 2.685, 2.356, 6.943 and 2.434 respectively; P value: 0.039, 0.049, 0.000 and 0.046 respectively). The results of the study found significant association in perception of the respondents in the dimension of “Adverse Effects from Family” with age of the respondent (F value: 8.643; P value: 0.000). The study found significant association in perception of the respondents in the dimension of “Communication and Office Aspect” with the socio-economic variables educational level and residential place of the respondents (F value: 2.568 and 3.162 respectively; P value: 0.045 and 0.024 respectively). The study evidenced significant association in perception level of the respondents in the dimension of “Cost and Family Aspect” with the social variables age and income of the respondents (F value: 2.469 and 2.428 respectively; P value: 0.049 and 0.047 respectively).

#### Association Between Perception and Family Related Factors

In determining perception of women employees, specifically family related variables play an important role. This part of the article presents the results regarding whether there are any significant associations between perception of the respondents on various dimensions of hybrid work model as perceived by women employees working in IT companies in Chennai city and their family related factors.

Ho	:	There are no significant differences in perception of the respondents on hybrid work model and family related variables.
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**Table 7: ‘t’ Test between Perception and Having Children**

SN	Perception on	‘t’ Value (P-Value)	
		Children	House maid
1	Efficiency of Implementation	1.380 (0.169)	1.083 (0.279)
2	Psychological Aspect	1.055 (0.293)	1.730 (0.084)
3	Workload and Timing	3.114 (0.002)	2.396 (0.017)
4	Adverse Effects from Family	1.986 (0.049)	5.672 (0.000)
5	Communication and Office Aspect	1.658 (0.099)	1.527 (0.127)
6	Cost and Family Aspect	2.054 (0.048)	1.988 (0.049)

Table 7 shows that there was no significant association in perception in the dimensions of “Efficiency of Implementation of Hybrid Work Model” and “Psychological Aspect” with the family related variables whether they had children and whether they appointed house maid. Significant association was found in perception of the respondents in the dimension of “Workload and Timing” with the family related variables of whether they had children and whether they appointed house maid (F value: 3.114 and 2.396 respectively; P value: 0.002, and 0.017 respectively). There was significant association in perception of the respondents in the dimension of “Adverse Effects from Family” with the family related variables of whether they had children and whether they appointed house maid (F value: 1.986 and 5.672 respectively; P value: 0.049 and 0.000 respectively). There was no significant association in perception of the respondents in the dimension of “Communication and Office Aspect” with the variables of whether they had children and whether they appointed house maid. The study evidenced significant association in perception level of the respondents in the dimension of “Cost and Family Aspect” with the family related variables of whether they had children and whether they appointed house maid (F value: 2.054 and 1.988 respectively; P value: 0.048 and 0.049 respectively).

**Table 8: ANOVA between Perception and Family Size**

SN	Perception on	'F' Value (P-Value)		
		Family Size	Stay with	Spouse's Occupation
1	Efficiency of Implementation	2.530 (0.081)	1.520 (0.220)	2.865 (0.048)
2	Psychological Aspect	2.289 (0.102)	6.543 (0.000)	3.125 (0.041)
3	Workload and Timing	5.443 (0.005)	3.568 (0.035)	6.089 (0.000)
4	Adverse Effects from Family	3.126 (0.045)	8.058 (0.000)	2.916 (0.046)
5	Communication and Office Aspect	2.149 (0.118)	1.781 (0.169)	1.997 (0.094)
6	Cost and Family Aspect	4.946 (0.011)	3.899 (0.030)	9.118 (0.000)

Table 8 shows that there was significant association in perception in the dimensions of "Efficiency of Implementation of Hybrid Work Model" with the family related viable spouse's occupation (F value: 2.865; P value: 0.048). Significant association was also found in perception in the dimension of "Psychological Aspect" with the family related variables accompaniments of the respondents at the residence and spouse's occupation (F value: 6.543 and 3.125 respectively; P value: 0.000 and 0.041 respectively). Significant association was identified in perception of the respondents in the dimension of "Workload and Timing" with the family related variables of family size, accompaniments of the respondents at the residence and spouse's occupation (F value: 5.443, 3.568 and 6.089 respectively; P value: 0.005, 0.035 and 0.000 respectively). There was significant association in perception of the respondents in the dimension of "Adverse Effects from Family" with the family related variables of family size, accompaniments of the respondents at the residence and spouse's occupation (F value: 3.126, 8.058 and 2.916 respectively; P value: 0.045, 0.000 and 0.046 respectively). There was no significant association in perception of the respondents in the dimension of "Communication and Office Aspect" with the family related variables. It was also evidenced that there was significant association in perception level of the respondents in the dimension of "Cost and Family Aspect" with the family related variables of family size, accompaniments of the respondents at the residence and spouse's occupation (F value: 4.946, 3.899 and 9.118 respectively; P value: 0.011, 0.030 and 0.000 respectively).

## CONCLUSION

After Covid-19 pandemic hybrid work model became popular in many sectors wherever it is possible. Especially, this model is highly suitable for the Information Technology sector. Generally, women employees do official work and also they are housekeepers in their home. Implementation of hybrid work model is highly beneficial for women employees working in IT sector. Every company has their own strategy and policy for the implementation of hybrid work model. Understanding the perception of women employees towards various aspects of hybrid work model will help the company to improve their existing model of hybrid work. In this context the researchers studied the perception of women employees working in IT companies in Chennai city toward various aspects of hybrid work model. The study found that the majority of the respondents agreed on the dimensions of "Workload and Timing" and "Cost and Family Aspect". Lower level of perception was found in the dimensions of "Psychological Aspect" and "Communication and Office Aspect". It was also evidenced that there was significant association in the perception in the dimension of "Workload and Timing" with the socio-economic variables of marital status, age, education, residential place and income of the respondents. It was also found that there was significant association in the perception in the dimensions of "Workload and Timing", "Adverse Effects from Family" and "Cost and Family Aspect" with all the family related variables namely, whether they had children, whether they appointed housemaid, family size, accompaniments at residence and spouse's occupation of the respondents.



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